



**STATE OF TENNESSEE
DEPARTMENT OF FINANCE AND ADMINISTRATION
STATE CAPITOL
NASHVILLE, TENNESSEE 37243-0285
M. D. GOETZ, JR.
COMMISSIONER**

June 26, 2009

Sen. Bill Ketron
Chair, Fiscal Review Committee
8th Floor, Rachel Jackson Bldg.
Nashville, TN 37243

Dear Bill:

After discussions with the Gartner team that evaluated the implementation of the Edison system, we have determined that there are a number of critical issues that must be addressed as we move forward. As a result we will stretch out implementation of the financial and procurement modules in the remaining agencies over the next four months.

Agencies had greater expectations for immediate ease of use and adaptability of the new system, and the Edison team did not fully prepare them for the workload necessary to implement Edison into their own day-to-day processes. In fact, some agencies had prepared for immediate benefits from Edison by reducing staff. According to Gartner, ERP implementations typically take several years to fully realize productivity improvements and benefits. We need to reset expectations closer to this reality.

Clearly the expectations Edison had of agencies and agencies had of Edison were not mutually understood. Training developed for Edison implementation did not include the specific business processes of each individual agency. Edison expected agencies to analyze and implement the changes necessary to their own business processes. This responsibility was not clear to all agencies. Thus, success in achieving this integration was inconsistent. As a result, many users did not feel fully prepared to use Edison in their daily work. This led to greater demands for support from Edison staff and frustration among users. Adding to the confusion, the Edison user support system operates separate help desks, making responsibility for solutions unclear.

The Edison team did not require agencies to test or have step-by-step agency review and signoff of specific configurations, functionality and training. According to Gartner, this is considered a best practice in confirming that agencies are ready.

To move the project forward, the Edison team has developed a plan for the remaining agencies to implement the financials and procurement components more slowly and with end-to-end agency testing:

- 1) All but two agencies scheduled for July implementation will be moved to September and October to allow additional time for user training, review of agency specific configurations and appropriate sign-offs. We have used the Gartner readiness assessment checklist to confirm that two agencies are ready to implement.
- 2) Based on specific requests from agencies in Waves 1 and 2, Edison will conduct workshops in July. This will help resolve any remaining issues for those agencies.
- 3) Business process training sessions set for August and September will allow agencies to process their own transactions from start to finish using their own data, security and workflow.
- 4) Agencies will be required to review and sign-off on their specific configurations to further assure readiness using the Gartner readiness assessment checklist.
- 5) A special team of Edison experts is being established to work with individual agencies to assure they understand how to use existing reports and develop their own custom queries in Edison.
- 6) The Edison help desk will add second level support staff to assist agencies with common system use issues in real time. This will greatly reduce user frustration and backlog. The Edison team will continually review the help desk structure to assure that appropriate services are being delivered.

In conclusion, we did not fully anticipate many of the issues that we would encounter with Edison implementation. Specific feedback from agencies and employees about the financials and procurement modules coupled with the Gartner report will help us reach our goals in the implementation of Edison, and eventually to the increased productivity and ease of use among employees.

Sincerely,

A handwritten signature in dark ink, appearing to read "M. D. Goetz, Jr.", with a stylized flourish at the end.

M. D. Goetz, Jr.
Commissioner